GUERRILLA WARFARE
CAMP LEVEL 2
LEADERSHIP & PLANNING HANDBOOK

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Prerequisites:
Guerrilla Warfare Level 1 Camp & Espionage Level 1 Camps

Outline:
Day 1: Leadership Principles, Strategic Planning & Tactical Planning...
Day 2: Propaganda & Intelligence Warfare...
Day 3: Force Development, Force Deployment & Force Logistics...

Leadership Principles: Be, Know & Do...
Be:

- Technically & Tactically Proficient.
- Able to accomplish to standard all tasks required for the war time mission.
- Courageous, Committed & Candid.
- A leader with Integrity

Know:

- Four major factors that effect leadership;
  - Those Led
  - Yourself as a Leader; Leadership Style
  - The Situation
  - Communications & Information
- Yourself; the strengths & weaknesses of your character, knowledge & skills. Seek out continual self-improvement; trying to build on your strengths and overcome your weaknesses.
- Your Soldiers & look out for their well being & safety.

Do:

- Seek Responsibility & Take Responsibility for your actions.
- Assess situations quickly, make sound and timely decisions & gather essential information. Look at short term & long term effects of decisions.
- Set the example; lead by example
- Keep your men informed
- Develop your men; teach them, challenge them & delegate responsibilities to them.
- Ensure your men understand the task, supervise them & ensure they accomplish the task.

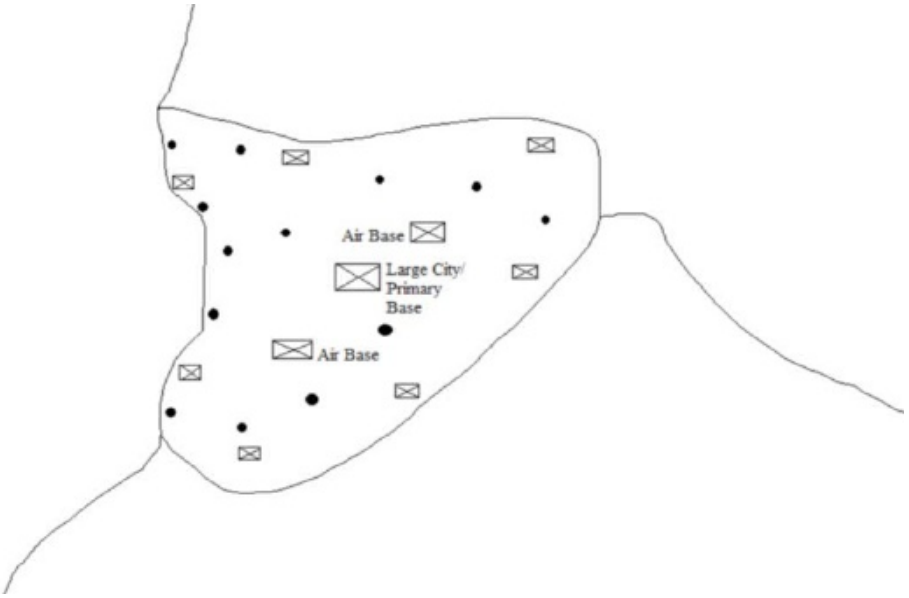
A note on leadership is that leaders develop future leaders, by developing leadership qualities in all soldiers regardless of rank. Developing leaders means that in a guerrilla unit field promotions do not hinder the unit's progress as experience helps to develop the individual & training (if successfully employed) makes every militia soldier a potential leader.

Strategic Planning Vs Tactical Planning:

Strategic planning is developing a war plan; literally a plan for conducting a war. This connects to the end goal of the war & in truth most wars are not fights until the bitter end but disputes over resources. Honor has little place except in the romantic world of fantasy & propaganda. Tactical planning is a means of confronting immediate challenges.

Much like the a puppet show we must address the minds of our enemy's and allies alike. Simply going to war, for the sake of glory is stupid and meaningless. Never-the-less war must be glorified to attract those to fight. There are two extremes of war; high-intensity & low-intensity. A leader must understand these two extremes and they must understand also the importance of developing their force.

Any strategy of attack or defense must begin with Intelligence & Propaganda; Intelligence serves to rely information about possible threats, which is then narrowed by by there likelihood probable threats, then to real threats & finally immediate dangers. Strategic planning deals with encountering threats based on priority & potential. Tactical planning deals with confrontation of this immediately present dangers. So for simplicity; Strategic Planning is long term & Tactical Planning is short term planning.



Example: Strategic Planning Invade Made-up-istan

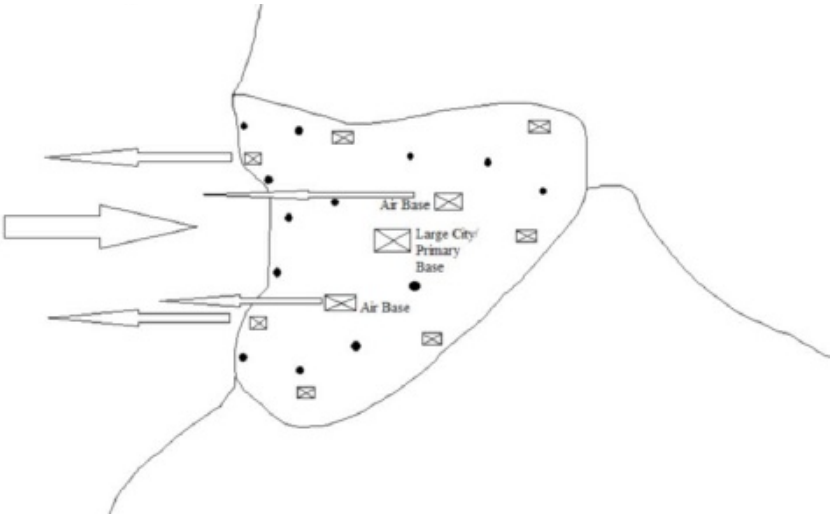
Army Size: 50,000 soldiers, 10,000 Special Forces, 1,000 Artillery Cannons & 2,000 Tanks

Air Force: 2,500 fighters & 5,000 bombers

Navy: 20 Battle Ships, 50 Cruisers, 10 submarines & 3,000 Naval Intelligence Commandos

Economy & Politics: Oil Rich Communist Nation, with conflicts between 3 religious parties; Hindu, Shia & Sunni Muslims.

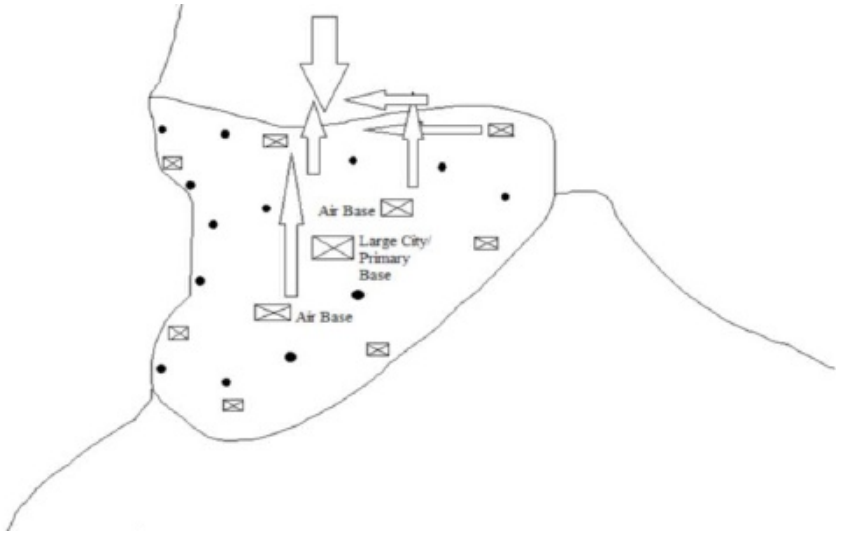
Bad Plan A: Frontal Naval Assault:



Why is it bad?

First off if you were to try to invade such a nation frontally, you would first be stalled by naval forces and your forces would be hit by bombers planes from the shore. Even if you could over power the navy & air force, landing you'd face tanks, dug in infantry & artillery fire. You'd lose twice as many men you'd kill and waste a lot more money & resources fighting for little gain.

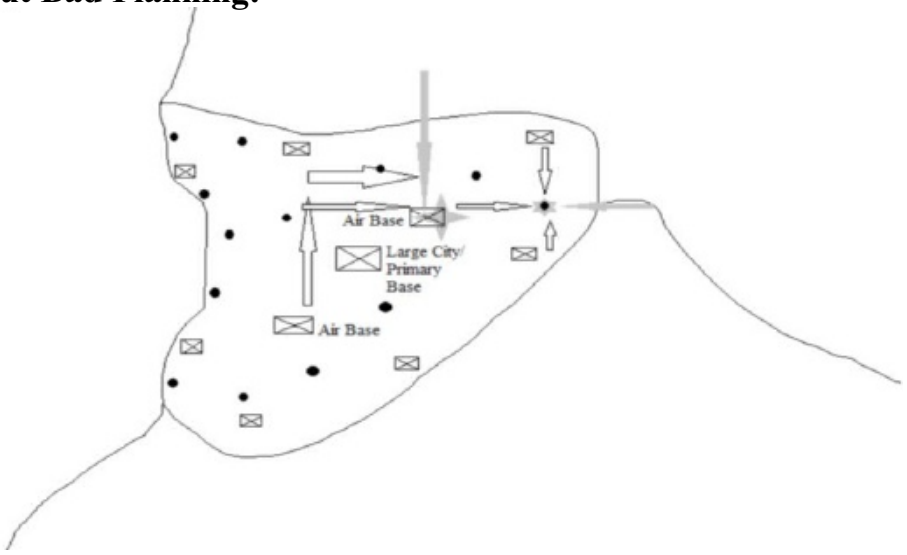
Bad Plan B:



Why is it bad?

Well you avoid the significant naval forces but tanks, fighters and bombers could still converge to meet your forces. In fact, it may be a bit worse because a frontal ground assault simply gets a giant react to contact drill by other forces who; are going to intercept the enemy in a pincer.

Smart but Bad Planning:



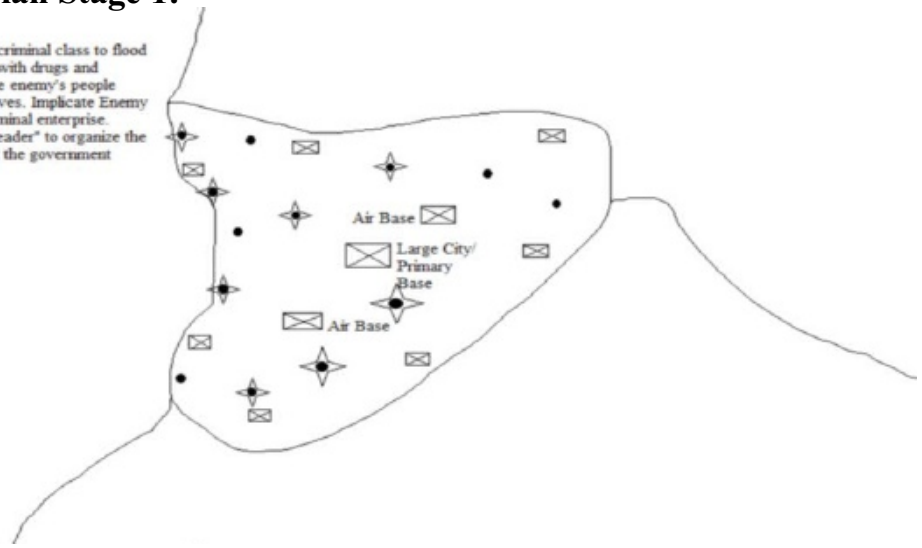
Whats going on & Why is it Bad?

Ok this is a bit complicated, all good strategies are by the way... Here a small forces openly moves on the small town from a border region, making the identity of the forces hard to know & causing confusion in who the leader is to address. This is the most common to would be strategists.

As the enemy forces from the norther airbase & military bases converge on the town, a second force strikes the airbase. This kind of "cross border raids" is common with criminal gangs and terrorists forces. A force from a neighboring base & the second air base will launch to strike the second force and even if a third force strikes those bases, additional forces wait in the south of the country. A smaller force cannot afford to throw away men & waste energy attacking just to attack.

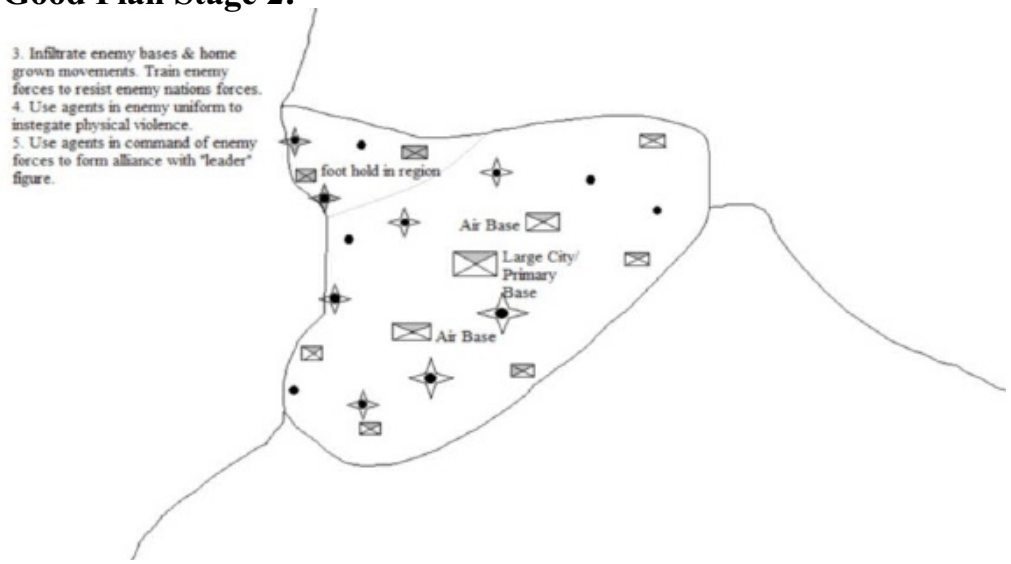
Good Plan Stage 1:

1. Use existing criminal class to flood enemy's nation with drugs and violence. Let the enemy's people destory themselves. Implicate Enemy politicians in criminal enterprise.
2. Establish a "leader" to organize the people and fight the government corruption.



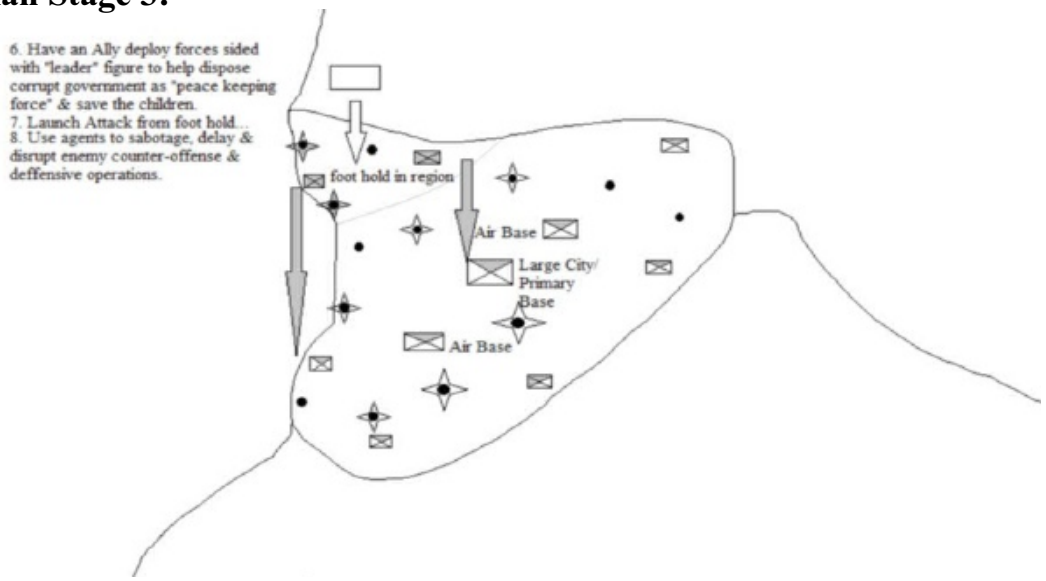
Stage 1: Using existing criminal class in the enemy nation to flood enemy's nation with drugs and violence, while implicating the enemy in criminal activity & treason. Establish “leadership” training them in basic espionage & guerrilla warfare. These leaders will train & finance their own forces; existing on the frame work of an intelligence network & propaganda campaign.

Good Plan Stage 2:


3. Infiltrate enemy bases & home grown movements. Train enemy forces to resist enemy nations forces.
4. Use agents in enemy uniform to instegate physical violence.
5. Use agents in command of enemy forces to form alliance with "leader" figure.
foot hold in region
Air Base
Large City/ Primary Base
Air Base

Stage 2: First use your established leaders network to spark home grown movements & infiltrate enemy establishments and bases. Use the enemy's own forces as military leaders under your direction to side with the rebel faction. Thus adding professional soldiers and equipment to the rebel forces. Use agents in our locations to “assault” rebel sympathizers & other agents in command positions to establish alliances with rebel leaders. Causing a state of chaos...

Good Plan Stage 3:


6. Have an Ally deploy forces sided with "leader" figure to help dispose corrupt government as "peace keeping force" & save the children.
7. Launch Attack from foot hold...
8. Use agents to sabotage, delay & disrupt enemy counter-offense & deffensive operations.
foot hold in region
Air Base
Large City/ Primary Base
Air Base

Step 3: Use your ally to build up forces to keep the rebel faction in check and from coming into their nation. Then using your agents broker an alliance with the rebel faction; moving your allies professional military & joint rebel forces under your agents command to strike the second naval base to the south and directly at the capital city and the nations largest military base.

Agents will sabotage phone lines, radio towers, roads, rail ways, bridges, planes, trucks and tanks all but prevent the enemy from mustering forces. Soldiers and agents inside the city & around the primary military base will confront base security and some will surrender out right as forces delayed in arriving seem to never come.

Lines on a map are easy to draw but the lines of which side someone is on are easy to hide, these lines are moral, ideological, traditional, religious & familiar.

Sun Tzu, defined the 5 things to consider when laying plans; Moral Law (perceived right & wrong), Heaven (Day, Night, Weather & Season), Earth (Terrain), The Commander & Methods of Discipline.

Planning strategies is based on two factors; tactical (immediately required planning) & strategic (long range stages to an end goal). In our, hypothetical invasion of none existent little nation are strategy is to reach certain specific goals; infiltration of the nation with espionage agents, who use the criminal sub-culture to establish contacts (smuggling drugs funds the smuggling of guns, which smuggling guns for a terror cell, clandestine operation or criminal organization is basically the same). Once we have a means to establish supply for our rebel forces & sacrifice disposable agents to get our infiltrated agents in positions of leadership we help to spur on the frame work for our rebel army.

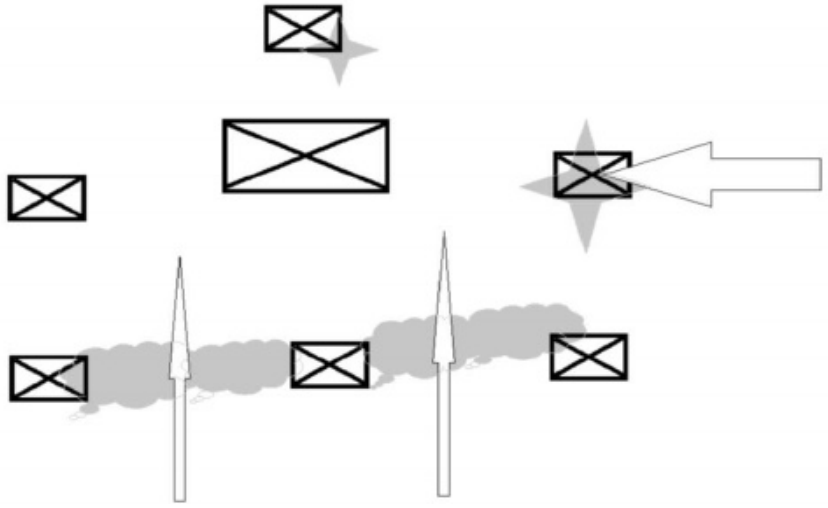
We use the established, networks & organizations to infiltrate the enemy. If this network is taken down, we have a means to establish other networks but this permits us to maintain this level for frame work with little delay in the event of problems. Infiltration of enemy bases using these networks allows us to spread our ideological propaganda. As well as, put certain leaders in place who openly oppose the rebel movement but serve to a) create an extreme to tear down public trust & b) be extremely loyal and therefore a trusted individual to gain access and information.

Third, stage we use agents in position of power to form alliances with “rebel leadership” under the guidance of our own agents; the trick is not to let either side know we are pulling the strings. Our ally builds up forces as the rebels close to his border pose a threat but does not want to get involved in the internal strife of the enemy's nation. Our ally & our rebel leaders broker a treaty secretly under the direction of our agents & using our ally's forces with the rebel forces launches two strategic assaults against the enemy; with false information about an attack to the military base in the North West of the nation, our infiltrated commanders & agents crippling the enemies defenses ordering some units to stand down & sabotaging key points to make the frontal assault unstoppable and uninterrupted by those who don't.

With the Key Base in the Capital & Southern Naval Base taken, with a minimal

amount of blood shed, the captured soldiers are to be treated with respect & kindness, except for those disposable agents who are to be "executed as war criminals." The damage to the nation's economy & infrastructure are minimum. Our "rebel leaders" become heads of state; who allow us & our ally to access to the nations natural resources; oil & labor, allowing us to add manufacturing jobs to boost the nations economy.

Tactical planning is how to engage that particular enemy at that particular time such as;



Under this scenario a tactical assault, uses first mortar fire on an enemy's rear defensive position & smoke to conceal the infiltration of smaller teams between forward defenses. These forward forces move into place using a low crawl, during a foggy night. The white smoke should blend with the fog concealing the infiltrating force.

A sudden attack on the right flank will draw the enemy's attention away from the smaller teams infiltrating the enemy base. The smaller teams will then assault the enemy's defenses on the right flank while the assaulting force is repelled. The enemy's forces will be expecting the enemy to come from their front; not out of the base and not the inside of the defenses.

This is a tactical plan dealing with a specific operation & not a long reaching military strategy. The specific tactic demonstrated here is a variation of Water Pattern (guerrilla warfare camp level 1) or flanking action using the flanking force as an infiltrating element rather than an assaulting one, under the concealment of smoke & fog. Then attacking an enemy from behind their defensive positions...

This is an example of Cao Cao's 1st Stratagem for Confrontation "Make something out of nothing" the false front of an attack from the south, allows the smaller teams infiltrating forces concealed by smoke. Attacking every enemy base in this way is predictable but so the tactical plan of assault is minor plan as part of a larger strategy.

Strategic Planning:

Strategic planning is the use of stages of operations, actions with effect an enemy's dispositions; intelligence, morale, supply, communications & maneuver. These stages can be broken down into goals called professionally as objectives. These are immediate objectives, short term objectives, med term objectives, long term objectives & final objectives...

Reverse planning is used by determining the final objective. A list of conditions must be met to address the final objective, making the final objective possible. This list of conditions is the long term goals of the strategy. A list of conditions for those long term goals becomes one med-term goals & a list of conditions to be met to bring about the mid term objectives becomes one's short term objectives with actions to be taken to create the short term goals these are immediate objectives.

Final Objectives: Reachable within 20 years
Long Term Objectives: Reachable with 10 to 20 years
Med Term Objectives: Reachable within 3 years to 10 years
Short Term Objectives: Reachable within 6 months to 3 years
Immediate Objectives: Reachable within 1day to 6 months

Sun Tzu said in Chapter 3 of The Art of War; **Attack by Stratagem**

1. In the practical art of war, the best thing is to take an enemy's country whole & intact; to shatter & destroy it is not so good. So, too, it is better to capture an army entire than to destroy it, to capture an regiment, a detachment or a company intact than to destroy them.
2. Hence to fight & conquer in all your battles not the is not supreme excellence; supreme excellence is to break the enemy's resistance without fighting.
3. The highest form of generalship is to disrupt the enemy's strategies; the next best is to prevent the formation of the enemy's forces; the next in order is to attack the enemies army in the field & the worst policy is to besiege walled cities.

The basic order of attack by Sun Tzu's standard is to disrupt an enemy's strategy for war & take the country whole. Even enemy forces captured should be treated with respect and honor; this is because a kind enemy is easier to surrender to then a cruel one. This makes information easier to get through interrogation. Also enemy forces loyal to one's cause or who join one's side should be treated well; this is a psychological means to inspire similar actions.

Psychological & Intelligence Warfare are used to disrupt an enemy's plans (appearing two or three steps ahead) disrupts an enemy's strategy. Attacking their strategies delays them, costs valuable resources & time which wears down the enemy's will to fight.

Next of course is a combination of disrupting enemy intelligence, transportation & communication, which either a) puts the enemy in a position where they cannot oppose you or b) prevents an enemy from connecting/joining & communicating with other

units. This might best be exemplified by threatening to attack a base of operations & attacking patrols away from the targeted base twice in a row; in both cases propaganda attacks enemy morale by proclaiming their leaders dumb or stupid for securing a base from attack and making the patrol an easy target. Then on a third threat to attack the same base; when the enemy expects a patrol to be attacked, you attack the base. Using propaganda to again proclaim the enemy leaders stupid & foolish for being so easily outsmarted. Spreading false information that draws an enemy away from somewhere else you plan to attack.

If these low intensity shows of force are successful enemy intelligence appears to be faulty, enemy communications are doubted and in the modern context; if one can attack enemy supply transports; even hindering them by sabotaging roads and bridges, and cut off enemy communications the psychological effects of appearing helpless and isolated defeat an enemy by crushing their moral.

The third course of action is to defeat an enemy's forces on the battlefield. More precisely draw an enemy out, bait the enemy attack and ambush them in route. Notice the key words “attack an enemy's army in the field.” I later portions of the Art of War Sun Tzu states that a good fighter & a good general both put themselves in defensible positions & wait on an enemy to make a mistake.

There is a story of two old kung-fu masters who stood in a poses for hours but neither made a move & finally one master blinked & with a sign said “I surrender...” This is because the masters focus wavered and he blinked allowing his opponent a chance to strike him. The same is true of armies on a battlefield; they will attack & establish bases of operation both temporary & permanent. Let the enemy advance on your own temporary bases & defenses while the enemy moves past or your forces move around to cut off the supplies to those attacking forces or better yet strike the enemy's base of operations; adhering to Sun Tzu's first & second highest forms of generalship. Cao Cao referred to this as “Luring the Tiger out of the Mountain.”

The worst thing, is to attack an enemy firmly entrenched or “besiege a walled city.” An enemy dug-in and waiting to be attacked; has had time to prepare their defenses. The principle is a bit like turtle who hides in his shell and pops his head out to bite when you get too close. Instead of attacking the well defended ground cut off transportation to & from the hardened position, if possible disrupt their communications & wait it out were the enemy cannot attack you. Baiting the enemy with false information; counter-intelligence, & ambushing those forces which are sent to act on that false intelligence is common.

Rather then force, a subtle manipulation of enemy morale & psychological warfare through propaganda; such as US Army planes throwing out fliers stating all US soldiers were genetically modified to be super soldiers when we invaded Iraq to panic Saddam’s defending forces, is preferred.

Tactical Planning:

METT-T

Tactical planning is asset to any situation, not just paramilitary training. The term tactical does not refer to the use of tactical gear but the evaluation of options and means to increase the likelihood of meeting objectives. The acronym METT-T is used to outline the tactical planning process.

Mission:

- Intent of Mission; one or two levels higher: This means a soldier is aware of the mission at his own level, the same as his team leader's level & his group leader's level. The group leader is aware of the strategic plan at his own level, his sibling scout/combat group's mission & the overall strategic value of the whole mission.
- Specific Tasks: Specific mission essential tasks, meeting one goal to make it easier to meet another goal.
- Implied Tasks: Tasks that are implied in the action of meeting specific tasks/goals.
- Mission Essential Tasks: Specific tasks which must be completed to consider the mission a success.
- Limitations/Constraints: Time, weather or enemy activities which effect the mission and specific tasks.
- Restated Mission: Restate the over all intent of the mission & mission taken by the militia soldiers.

Enemy:

- Disposition/Composition: The enemy's present activities, size & units employed (infantry, armor, etc.).
- Strength: The number & types of enemy troops, aircraft, armor & heavy weapons.
- Recent Activities: The enemies past activities, present activities & any intelligence gathered and verified.
- Weaknesses: Known weaknesses of the enemy's defenses, limitations of equipment or unsatisfactory units or leaders.
- Possible COAs (Contact on Actions): The likely points of contact with the enemy forces when deploying on the Mission.
- Probable COAs: The most likely points of contact with the enemy forces when deploying on the mission.
- Reinforcement Abilities: The enemies ability to reinforce weaknesses & call for reinforcement units, during the mission. Also consider the likely time for such reinforcements to arrive on site during the mission.

Troops Available:

- Key Leaders: Leaders who excel at command & inspire their soldiers, those who are tactical thinkers and hold influence over their subordinates.
- Disposition: The supply and logistics for each scout/combat group, injury reports & defective equipment of each group.

- Composition: A list of soldiers & units as well as special qualifications of individuals such as foreign languages or advanced training.
- Strength (personnel/material): A facts sheet of able bodied soldiers & equipment for each scout/combat group.
- Activities: Units recently deployed or engaged with the enemy, whom have direct experience & knowledge of the enemy.
- Weaknesses: Unit weaknesses, assessed through training, action engaged in or personal problems.
- Morale: The morale of each scout/combat group, broken down to individual members.
- Maintenance Level: The maintenance special equipment like vehicles, firearms & even medical equipment.
- Combat Service Support: Availability of service & support elements or equipment.

Terrain (OKOCA):

- Observation/Fields of Fire: Points of observation of the Area of Operation (AO) which also serve as support by fire positions.
- Cover & Concealment: Available points of cover and concealment that allow for movement to staging area & contact zone against enemy fire.
- Obstacles: Enemy obstacles used for security & natural obstacles, as well as any special equipment needed to bypass the obstacle.
- Key Terrain: Key terrain which will effect the mission and/or be the main AO.
- Avenues of Approach: Key areas open to breaching, gaps in patrol routes and other routes to movement to contact with the enemy.

Time:

- Planning & Preparation of Combat Orders: The time take to plan an action, prepare for the action must be considered in the time table for the action.
- Inspections & Rehearsals: Inspections and rehearsals for the mission must be conducted first slowly and then at a faster real time pace. The AO should be reconstructed to allow the scout/combat teams to prepare for the mission with drill & rehearsals. Such time to train should also be considered as well in developing the tactical plan.
- Movement: Movement to the AO as we as movement away from the AO after the mission is completed should be considered in the time table for the tactical plan.
- Line of Departure: The time and place of departure prior to reaching the staging area & the mission begins.
- Start, Critical & Release Points: The time table should consider staging areas, rally points, contact points with the enemy & release points should be set along a time table. Allowing leaders to reach points along the mission according to the mission parameters & mission time line.

When making tactical plans remember the 1/3 & 2/3 rules;

- 1/3 rule: When planning to engage the enemy remember have 3 soldiers for everyone of the enemy's own or assumed he possesses.
- **2/3 rule:** When planning for training or combat readiness consider the logistical rule that 1 is none, 2 is 1 & 3 is 2.

Propaganda & Information Warfare:

The best weapon is your enemy's population, their opinion & support are required to achieve the enemy's goals. Even in a conscript army (mandatory service required) the morale soldiers effects how they achieve their goals & how well they follow orders. Control through fear is often used and in some cases results in open revolt but mostly desertion.

This is why public statements & other forms of propaganda are important for leaders. They need to justify or explain their actions & motives. Were as a strategy might require attacking an enemies defenses, the use of forces against those defenses are tactical decisions of field officers.

To do this the use of 3 strategies is required; an overt strategy that is made publicly, a covert strategy for operations one will deny or not acknowledge at that time & clandestine strategy for operations that will never be acknowledged.

Overt Strategies: Battlefield maneuver, combat operations & a certain amount of operational secrecy (OPSEC) is used to protect these operations. None-the-less, these are operations you admit to.

Covert Strategies: Are strategies you openly deny, such as the use of propaganda & information warfare; releasing information on the enemy that undermines their position & authority. This is common in politics and because of this is considered socio-political warfare; one does not admit to using propaganda instead must always refer to their position as the “truth” and credit the enemy with spreading half-truths and outright lines. Such covert strategies include propaganda, “pirate or rebel” radio stations, graffiti, fliers, training & advising proxy forces, smuggling operations & the use of special purpose/elite forces & units.

Clandestine Strategies: Are based in the realm of intelligence warfare; false-flag operations, assassinations, espionage actions & even using criminal elements & mercenaries as a proxy force under false pretenses are operations which are actively deny. Actively deny; means you may deny taking part in a covert action, a clandestine action you deny any knowledge of what so ever.

Intelligence Warfare:

Intelligence warfare is the active use of information to attack the enemy were he is weakest & false-information to get an enemy to waste time & resources on attacking where you are strongest. These are methods spoken of by Sun Tzu, a means to *Divide* secretly so you can attack & *Conquer* your enemies independently. Sun Tzu's Art of War inspired Sun Bin's (a student of Sun Tzu) Art of War & Cao Cao 36 Stratagems.

Sun Tzu on Espionage Warfare:

1. The direct tactic of war is necessary only on the battlefield, but only the indirect tactic can lead to a real and lasting victory…
2. Subvert anything of value in the enemy's country. Implicate the emissaries of the major powers in criminal undertakings; undermine their position and destroy their reputations in other ways as well; and expose them to the public ridicule of the their fellow citizens...
3. Do not shun the aid of even the lowest and most despicable people. Disrupt the work of their government with every means you can…
4. Spread disunity and dispute among the citizens of the enemy's country. Turn the young against the old. Use every means to destroy their arms, their supplies, and discipline of the enemy's forces…
5. Debase old traditions and accepted gods. Be generous with promises and rewards to purchase intelligence and accomplices. Send out your secret agents in all directions. Do not skimp with money or with promises, for they yield a high return…
6. Act with Moral Superiority to draw the trust of the enemy's people, in this way you gain the enemy's own people as an ally against him.

The very basis of the Art of War is to avoid loss while inflicting losses on one's enemy; psychological assaults, information releases & use of false information to deceive & confuse an enemy is more important then establishing battlefield losses on the enemy.

When the enemy looks corrupt & incompetent their people lose faith. When the people lose faith the soldiers lose faith & faithless soldiers withdrawal from the army. Soldiers who escape from military service are better then dead soldiers, since soldiers who desert inspire others to do so as well...

The 36 Stratagems of Cao Cao:

The 36 stratagems are based on Taoist philosophy & these simple principles express a greater need to "figure out" the meaning of the short expressions both the mundane (physical) & profound (psychological)...

Stratagems for when in a Superior Position

1. **Cross the sea in Disguise...**
   The best way to hide something is in the open.
2. **Surround one state to save another...**
   Attack were the enemy is weakest.
3. **Kill with a burrowed knife...**
   Your enemy is open about his stand, but your ally is not; so induce the ally to attack the enemy to prove himself.
4. **Wait at ease for the Enemy...**
   Wait on your enemy behind a position of safety, when he attacks turn your defenses into a counter attack. Do not rush into your next stage before completing another.
5. **Loot a Burning House...**
   Make use of internal conflicts and animosity within the enemy's camp.
6. **Make a feint in the East to attack in the West...**
   Attack one position to draw defenses their & then retreat suddenly to distact the enemy & away from the place you wish to attack.

Stratagems for Confrontation

1. **Create something from Nothing...**
   Lure the enemy into an ambush by offering a false front & then when the enemy attacks, you pin him between the false front & the real attack at his rear.
2. **Pretend to advance along one path & secretly go along another path...**
   Send a token force; scouts along one route to secure the area ahead of a slower main force to draw the enemy's attention, when the enemy's attention is draw to the scouts send the main force along a different route. The enemy may wait in ambush but will find the slower main force is not coming when they attack at the rear of the enemy's forces moving quickly to engage.
3. **Watch the fire Burning from the other side of the River...**
   When conflicts breakout within an enemy's alliance, wait & watch the chaos within the enemy's ranks patiently. Do not become the common enemy which unites them.
4. **Conceal a Dagger with a smile...**
   Approach your enemies as if they are friends, win their trust & then when the opportunity presents itself, "stab them in the back" in such a way as to cripple their ability for defense then openly.
5. **Make a sacrifice readily for ultimate gain...**
   Allow an enemy to win a battle to lose the war, take small losses to inflict much larger one's on the enemy.

6. **Lead away a goat in passing; Pick up something on the sly...**
   Find gains that come without confrontation; any lapses in the enemy's security or planning are exploited so that you gain without directly confronting the enemy.

Stratagems for Attack

1. **Beat the grass to startle the snake...**
   When the enemy is waiting patiently cause chaos in one place to get him to react and then attack another place.
2. **Raise a corpse from the Dead...**
   Use a tactic everyone is familiar with & therefore expected to be common knowledge; so many have stopped using it.
3. **Lure the tiger out of the mountain...**
   Draw your enemy out of his secure position & ambush him as he takes the bait.
4. **Let the enemy off in order to trap him...**
   Leave you enemy an opening & allow him to escape into another trap that acts as bait for him.
5. **Cast a glazed tile to attract a jade...**
   Give your enemy something of superficial value so that you can gain something of real value.
6. **To catch the rebels arrest their king first...**
   When outnumbered by the enemy focus your attacks on his central leadership, to cause confusion & chaos among the ranks.

Stratagems for Confused Situations

1. **Take away the fire from under the kettle...**
   When confronted with a powerful enemy, attack by undermining his morale (use Psychological Warfare) & resources by cutting off supplies to enemy forces to weaken their ability to fight.
2. **Fish in Troubled Waters...**
   Use confusion & scandal among the enemy to draw followers and allies against the enemy.
3. **The cicada sheds its skin...**
   Use confusion to redefine one's identity leaving behind false appearances created for strategic purposes. Like a cicada who sheds its shell; the shell remains but the insect is else where.
4. **Bolt the door to catch the thief...**
   Offer bait and leaving an opening to attach the enemy, then “bolt the door” cut off his opening to prevent his escape.
5. **Befriend a distant state to attack its neighbor...**
   Ally yourself with an distant enemy of another mutual enemy, to attack the mutual enemy and then attack the enemy you are allied with once the mutual enemy is defeated.

6. **Borrow the route to attack the neighboring state...**
   Use your distant enemy to ally yourself with the mutual enemy you have secretly allied against, so that you can freely pass through the mutual enemy's territory to ambush the distant enemy & blame it on the mutual enemy.

Stratagems for Gain

1. **Replace the Beams & Pillars with Rotten Timbers...**
   Subvert an enemy by recruiting from among their top talent & elite forces.
2. **Point at the mulberry to curse the Locust...**
   Criticize indirectly to insult with praise to attack an enemy's morale.
3. **Feigning foolishness...**
   Pretend to be weak & foolish, to hide your strength & wisdom.
4. **Remove the ladder at the accent...**
   Maneuver you enemies into traps & points of no return by baiting them with what looks like advantages & opportunities.
5. **Putting fake Blossoms on a Tree...**
   Dazzle and deceive an enemy with showy displays, that conceal real intentions.
6. **Host & Guest Reversed...**
   As a guest, offer your host favors so that you gain influence over them & "help them" make decisions.

Stratagems for Desperate Situations

1. **Beauty is a trap...**
   Refers to using women & sex to influence, distract & gather information about an enemy.
2. **Empty City...**
   Weaken your defenses openly make the enemy confused, possible suspecting a trap & stalling their advance.
3. **Sow discord in the enemy's Camp...**
   Expose lies and compromise insiders in the enemy's camp to cause distrust among the enemy's forces.
4. **Inflict Injury on oneself to win the enemy's Trust...**
   Have agents posing as one's enemy successfully attack you to gain to the real enemy's favor. If the enemy trusts their "new allies" with their plans, your agents can pass along that information & add in deceiving the enemy into other more devastating losses.
5. **Interlocking stratagems...**
   Use more then one stratagem to confuse the enemy, one stratagem to bait the enemy and one stratagem to attack the enemy.
6. **When retreat is the Best Option...**
   When you are outmatched, retreat. Retreating allows you to sustain no losses & continue to fight. Surrender is defeat, compromise is partial defeat & retreat is not defeat.

A military commander must examine both the Overt, the Covert & Clandestine methods of warfare; this is especially true of guerrilla commanders. They must understand the intelligence gathering, intelligence warfare, propaganda, counter-propaganda & battlefield warfare.

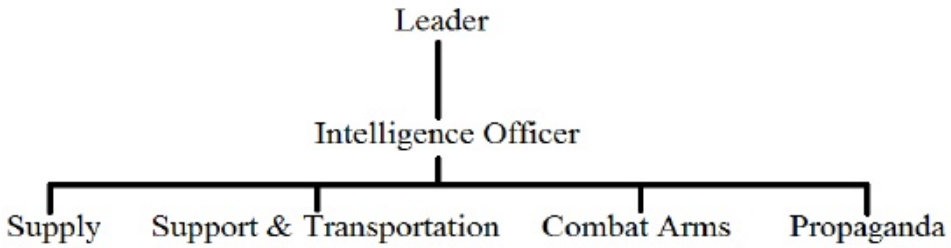
They must mix intelligence warfare with front line warfare to achieve successful results in the final strategic & tactical planning of warfare.

Force Development:

Developing a guerrilla force requires a lot of work, first you have to have fighting men able to operate within constant pressure. These people must be gathered around a successful & charismatic leader; success & charisma attracts people. This leader must first select a closed group carry out actions against the enemy.

At first this closed group has the distinct duty of as acting as propaganda agents spreading discourse among the enemy's population & gaining support by a large part of the population. This same closed group will act as spies; gathering intelligence on both key political figures for the cause & enemies to the cause.

Once a formal network of assets have been put in place the intelligence is analyzed & plans decided by the closed group. Others are brought in as "agents" to gather intelligence & the closed group is organized around certain tasks; Intelligence, Propaganda, Support & Transportation, Supply & Combat Arms.



Meaning that the leader decides the plan of action & has the final say, but must take advise from the intelligence officer on detailed intelligence reports, many may be based on rumors & "talk" on the street & in the bars. Next the guerrilla force needs supplies and supply inventory is managed by the Supply Officer, support for all operations & transportation is handled by the Support Officer, Propaganda is handled by the Propaganda Officer; who acts as "Press Secretary" for the guerrilla force. Lastly is the Combat Arms officers who each manage a small force of guerrilla soldiers; each group is responsible for training & arming their own forces.

Orders and supplies are relayed to guerrilla bands with using drop points and caches put in place by support & transportation from supply & combat arms officers.

Example Guerrilla Force:
"The Freemen"
Leader: John Smith
Intelligence Officer: Jane Doe acts alone with 20 or so assets
Supply Officer: James Doe acts alone...
Support & Transportation Officer: John Doe, has a car & acts alone...
Propaganda Officer: Henry Smith prints fliers off a computers, spray paints graffiti & operates a pirate radio to get out the guerrilla's message...
Combat Officer: Josh Doe + 8 guerrilla soldiers
Total Guerrilla Force: 14 guerrillas (Castro had only 12 in the beginning)

The primary stages of a guerrilla movement are not about combat at all, they are about developing an intelligence network & establishing a propaganda base. The primary target of propaganda should be younger members of the population & should inspire emotional responses to draw their support. The first guerrilla actions should involve actions in response to an atrocity done by the government to its people.

In guerrilla warfare guns are preferred to bombs as bombs kill without discrimination. Guerrilla must be extremely cautious not to kill innocent civilians but civilian informants are to be treated as spies as are non-uniform enemy combatants. Some enemy institutions are open targets but are civilians none-the-less, these institutions are Banks, Companies which build military equipment, PMCs (Private Military Companies) which basically act as mercenaries & security for said companies and civilian police agencies are all key targets of the guerrilla forces.

Eventually, other guerrilla soldiers are trained to take over for or operate as Section Officers; Propaganda, Intelligence, Support & Transportation, Supply & Combat Officers under a Lieutenant to the leader. As many "copy cat" cells & groups will operate under the same banner, they will help to muddy the waters of the alternate command staffs which will develop into their own guerrilla bands. Only the Lieutenant's will be in contact with the central leadership's intelligence officer & the guerrilla leader who will be a figure head for movement. In time, the "copy cat bands" will be absorbed into the guerrilla movement.

When one cell attacks in one area, another cell or band will attack in another. The goal is to distract & misdirect the enemy while using each victory to gain more followers through a propaganda campaign. Propaganda is more generally more important than combat effectiveness and both have a little seen but more important element... intelligence. Intelligence is key to effective combat operations & effective propaganda campaigns. This is why intelligence is the foundation of a guerrilla force.

No guerrilla force should sit around waiting for commands from the guerrilla leadership, instead each group is allowed to operate separate from the central or strategic command of the guerrilla leadership. However, information & intelligence should be freely shared & relayed through the central command structure. Allowing each cell to be informed & directed as a single body or operate freely as a independently formed small-teams combat group.

Force Deployment:

Guerrilla forces aren't deployed as regular military forces, they are deployed is small forces as small as a single guerrilla soldier to twenty-five guerrillas. This all depends on the role of the operation. Targeting enemy leaders surgically & sabotage missions require fewer guerrillas then attacking enemy patrols.

Guerrillas soldiers are deployed as both scouts, infiltrators, saboteurs, combat soldiers & propaganda agents. Simply stealing money from an enemy bank is not enough; as any criminal can do so, but a guerrilla robs the bank and gives the money to the poor to show that he is helping the masses. Of course there is a cost of living expense for the guerrilla who needs to feed & arm his forces.

As always, learning about the enemy is important thus intelligence is the first order & then propaganda for the deployed guerrilla force.

Guerrilla forces must deploy according to a plan, METT-T defines the plan & intelligence is key to developing that plan to make the guerrilla operation a successful one.

METT-T

Mission:
Equipment:
Troops Available:
Terrain: (OCOKA)

- Observation/Fields of Fire
- Cover & Concealment
- Obstacles
- Key Terrain Features
- Avenues of Approach

Time:

Force Logistics:

Before you can develop a successful plan, you need to know your force logistics, force logistics falls under the ; Beans, Bullets, Bandaids, Men, Vehicles & Fuel...

- Beans: Measured in days assuming 3 meals a day for the guerrilla force...
- Bullets: Number of full boxes of ammo not individual rounds...
- Bandaids: Listed as Bandages, Stitches, Pain Meds, Antibiotics & Equipment Quantity is measured in vials, bottles, boxes etc. & type.
- Men: You need a list of men & a notice of men who injured or wounded and unable to be deployed.
- Vehicles: Listed by type; car, plane, truck or boat.
- Fuel: Listed by type & by gallons of fuel stored.

Force logistics goes toward putting plans into action, if a safe house doesn't have medical equipment needed to treat injured soldiers or you don't have enough manpower to effectively conduct an action, having a good plan is like having sports car with no steering wheel, it might be fast but its not going to have a direction.

The Sacrifice of Leadership:

The sacrifice of leadership is that as a leader you have to know how to do every job, be able to teach others to do every job & set the example in how you live your life. It is this public face that many politicians seek to protect. As a guerrilla leader you have to live your example & expose the “skeletons in the closet” of your political enemies. You must be able to offer "proof" of lies spread to discredit you (and it is a well know tactic of government forces to call the guerrilla "a terrorist," and accuse its leadership of being nothing more then well armed criminals.

Leaders must be willing to exist outside this propaganda war and to ignore such attacks of their enemies. This is the nature of propaganda and it is a tool to be used by the guerrilla and against the guerrilla, equally...

As a Leader you have a "Job to Do" and that means managing resources, developing a force and directing that force. Because the guerrilla is dependent on popular support the guerrilla's main focus will not be the battlefield but the broadcast booth; propaganda... The guerrilla must focus spreading word of his successful actions and the failures of the enemy.

Burden of Commanders:

The burden of commanders the same as that of leaders, but leaders lead from the front, they are experienced men who train and guide other men on deployment to actions taken on the enemy. Commanders are leaders of multiple cells and they are responsible for the lives of each cell, using several different cells in a coordinated strategy.

Because of this the commander must take responsibility for the lives of the guerrillas he's lost (his mind must bear the strain of having sent them to their deaths). These commanders never meet the men who serve them but must be held accountable for their lives and their sacrifices as it is the commander who must ask them to make that sacrifice.

Many great generals of World War 2 sank into deep depressions and some even committed suicide for the tragic pain they were forced to feel at knowing they sent so many men to their deaths.

The Chaos of War & the Chaos after War:

The chaos of war is followed with another chaos, the chaos of peace. In this time remnants of the enemy forces, those seeking their own power & conquest & the basic criminal elements will be at work taking advantage of the cost of the war in itself. For this reason the guerrilla force will move into a change of status of a "regular army."

Guerrilla cells will expand recruitment from the general population; this is "a cost of living" expense for peace, as they transition to local militias. As the new soldiers will be tasked with policing the civilian population & more importantly protecting it. These soldiers will have the very simple task of operational; protect the people & maintain order.

Other guerrilla cells, which was once allies will attempt to over throw the new government and claim power. Two rules apply here;

Rule 1: Don't engage unless you are faced with a immediate threat...

This lets the smaller groups fight among themselves and waste their time, resources and man power.

Rule 2: Use your best forces to crush enemy guerrillas...

You want to first ensure that "regular soldiers" are trained to protect their local communities. Your most trusted and battle hardened soldiers, however, will be used to engage the enemy guerrillas & if possible do so using the uniform and tactics of another enemy force, thus letting Rule 1 dominate the situation.

When the enemy attacks, he will be attacking the defending element making the fight a local and common issue for the local population. This creates local support for struggle against the rogue elements.

When at all possible, guerrilla cells should be absorbed into the the new military structure. Guerrilla leaders become military leaders based on their skill and ability to function. Most likely, the guerrilla sub-cells, clone-cells and rogue cells will be formed into or absorbed into the structure of the local militias and reformed central or regular army; as the central cell takes over enemy military assets.

As this transition takes place the leadership and commanders must try to return a sense of normality to the population. Businesses need to open, goods and services exchanged & media re-established. The patch work of local militias will be sewn together using advanced training from the central army. From here a clear policy must be established;

- Every male at 18 must joined the Military for 2.5 years or Militia (*or Police*) for 5 years...
- All heavy weapons & combat armor (tanks) must be in the possession of the Central/Federal Army or Militia...
- Public schooling, emergency medical services and utility services should be priorities of established necessity to the State...
- Enforcement of laws against the civilian population should be light; with abuses of power by military or militia forces publicly punished...

- The militia commanders and military commanders should establish a foundation for civilian government; first by appointment, then by election of local leaders and finally by the military training a separate police force from the militia. Police officers can be recruited from the militia and high ranking leaders such as officers should be recruited into the police force. This establishes the term of police service as a requirement at 18 years old.

Ideally, a guerrilla force in such a transition should have the economy re-established within a year; barring outside threats of invasion & major natural disasters. Even if the initial enemy is an invading army, the guerrilla forces must be ready to take over the governmental roles of enemy, has he has supplanted your own native government. In this the war is not ended with the withdrawal of enemy forces but with the establishment of one's native government.

This level of guerrilla action and the transition to regular military status goes beyond basic skills of a soldier.